

Job Placement for the Unemployed through Partnerships with Industry-recognized Credential Programs

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ABSTRACT

Industry-recognized professional credential programs can be effectively deployed to support skill enhancement and achieve successful job placement for unemployed workers. Two examples will be discussed, including a successful partnership on the East Coast serving long term unemployed workers, and a West Coast community partnership model serving skilled and experienced, but unemployed building operators. Each program sought to address job placement for unemployed workers through innovative public-private partnerships to recruit, assess, train, and mentor a cohort of workers to achieve industry-recognized credentials that would lead to job placement. A cornerstone of the West Coast community partnership was active engagement of three project partners comprised of a workforce development organization, a local utility, and a facility professional association to achieve successful placement of experienced unemployed building operators who have earned an industry-recognized credential in building operations. On the East Coast, public and private partnership ensured the success of disadvantaged individuals served through remedial education in math and literacy followed by nationally-recognized certifications in energy efficiency basic skills and advanced technical training. This paper will describe the partnership model, job placement results, lessons learned and elements essential to success. It will conclude with a discussion of how this model might be customized to serve other audiences such as returning Veterans with skill enhancement in energy efficiency and building science and also to support job placement. The model is well suited to serve veterans returning from service as they seek to enhance their skills and secure meaningful employment. With an expected 100,000 veterans entering the job market in 2013, and the likely continuation of high unemployment rates, an understanding of how industry-recognized training and credential programs in energy efficiency can support skill enhancement will only increase in importance.

Introduction

Between the years 2009 – 2011, the average unemployment rate in the United States was over 9%. By mid 2011, the average length of time an unemployed person was looking for work lasted over nine months, the longest duration since 1948 when the Department of Labor began collecting the data (Rampell 2011).

At the federal level, the Obama Administration has targeted the energy efficiency industry to help increase employment opportunities for those seeking work. In February 2011, President Obama announced the “Better Buildings Initiative” to achieve a 20 percent improvement in energy efficiency by 2020. This initiative provides incentives to increase energy efficiency through cost-effective building upgrades in commercial buildings and, as noted in a press release issued by the White House, “improving energy efficiency in our buildings can create jobs (and) save money” (The White House press office, 2010). In December 2011, Obama announced nearly \$4 billion in combined federal and private sector funding for energy upgrades

to buildings available through 2013. The intention of these investments is to save billions in energy costs, promote energy independence, and create tens of thousands of jobs.

These federal efforts are complemented by state legislative actions and initiatives that also serve to improve energy efficiency and overall economic development outlook. Managed by the New York State Energy Research and Development Authority (NYSERDA), Green Jobs Green New York (GJGNY), enacted in 2009, provides New Yorkers with access to clean energy career training and job placement, energy audits, and financing options for energy conservation projects. The GJGNY workforce development and training initiatives support training providers throughout the state specializing in weatherization, green careers, energy efficiency, and healthcare/advanced manufacturing. NYSERDA coordinated training activities and encouraged workers entering energy efficiency occupations to pursue national credentials such as OSHA-10, Lead Abatement, Building Performance Institute (BPI) Building Analyst.

While it seems the supply (unemployed people) and demand (new energy jobs) should equal a quick fix solution, there are several factors that need to be considered in creating successful employment. One of the primary barriers to finding a job is that the longer someone is unemployed, the more his or her skills atrophy. In addition, many unemployed people lose confidence in their abilities and are under financial and emotional strain (Pew Research Center Publications). To overcome these barriers, local industry partnerships that bring a combination of services including initial assessment and referral, employer-driven training, worker tutoring and mentoring, industry credential training programs, and support from labor and community based organizations have proved successful in building the skills of the unemployed to the point where they gain employment. (White 2010)

In January 2012, the Department of Labor released new statistics that reflect an unemployment rate of 8.3% (DOL), the lowest it has been in three years. That is good news. However, millions are still unemployed and in search of good jobs in addition to the more than 100,000 veterans expected to return home in 2013 ready for work. Later in this paper, we will discuss the skills and barriers Veterans face in the market and the opportunity for these partnership models to support their success. This paper will demonstrate best practices for improving opportunities for the unemployed to gain jobs in the energy efficiency sector based on two successful models.

Exploring the Building Operator Training Model

Leo Caldwell (*alias*) was among the 13 million unemployed Americans in 2011 looking for work. Laid off from his job in 2009 as a data center facilities operator for Sabey Corporation in Seattle, WA, he had been out of work for two and half years. His job search landed him four job interviews, but none resulted in employment. Meanwhile, data center technologies and practices (his specialty area) were changing rapidly putting him further behind the knowledge and experience curve necessary to make him competitive. His confidence was at an all time low. When the opportunity arose to participate in an industry-recognized training and certification in energy efficiency, he jumped at the chance. The program offered a number of appealing services for a building operator with his experience, foremost among them a nationally recognized credential in energy efficiency and the opportunity to work on a building project under the mentorship of an experienced facilities manager. The four-month investment of time and learning helped him land the job he was looking for. How did the training program work, and what were the results for Caldwell and the other participants?

Elements of the BOC® Partnership Model

In 2011, the Northwest Energy Efficiency Council (NEEC) teamed up with the Seattle-King County Workforce Development Council (WDC) in a partnership to recruit, assess, train, and mentor a cohort of experienced but unemployed building operators to earn industry-recognized credentials that would lead to job placement. The partnership tapped the resources of the national Building Operator Certification (BOC®) program and the local chapter of a professional association comprised of facilities directors, the International Facility Management Association.

Working together, the three project partners served a cohort of 22 building operators in Seattle with training, certification and job placement. Ten of the operators were experienced but unemployed, with the balance – 12 - incumbent workers. The goal of the endeavor was to certify 20 participants with the BOC Level I credential and to place a minimum of five of the ten unemployed operators into facility management jobs following their award of the BOC credential.

The partnership model was built around three critical implementation activities: 1) recruitment, screening and job search support, 2) training and certification, and 3) mentoring and oversight of participants to complete building project assignments required for the certification. Each partner contributed expertise and resources to the activities as described below.

- Recruitment, Screening and Job search support was provided by the workforce partner, Seattle-King County Workforce Development Council. The activity involved recruitment and screening of unemployed building operators to recommend them for enrollment in training. Enrolled participants were provided case management services such as resume writing, mock interviews, and job offer negotiation strategies. The case manager engaged participants throughout the course and assisted with preparation and placement into employment.
- Training and Certification was provided by the training provider, the Northwest Energy Efficiency Council as the local administrator of the national BOC program. The BOC® program provides skill enhancement for individuals in the occupations of building engineering, HVAC technician, facility management, and general maintenance and repair leveraging a set of industry-defined and validated skills standards that align with the DOE/NREL standards for building technicians. An industry-recognized certification is provided to those who meet the BOC® credential eligibility criteria of two or more years experience in the industry, and who successfully complete the training requirements. BOC Level I consists of 74 hours of classroom training, project assignments to be completed at the participant's facility, and in-class exams administered at the end of each day of training.
- Mentoring and Oversight of hands-on project assignments was provided by a facility professional association, the Seattle chapter of the International Facility Management Association (IFMA). IFMA solicited members to serve as mentors for students in the unemployed cohort to complete the required in-facility project assignments. Four facility managers volunteered to be project mentors representing a range of building types including a university campus, a museum, a city hall and recreation center, and a manufacturing facility. NEEC coordinated the placement of all eligible students with FM mentors, maintained student records, and supervised their progress.

Results and Outcomes of the BOC® Partnership Model

The BOC Level I course was conducted over four months from April to July 2011. A total of 22 participants enrolled in the program, split between 10 unemployed operators and 12 incumbent operators. The mix of unemployed and incumbent workers was designed for the purpose of providing opportunity for networking about job opportunities. At the conclusion of the training, the cohort achieved these results:

- **Mentorships:** All ten participants in the unemployed operator cohort successfully completed mentorships and the required hands-on projects at the mentor facilities. The projects involved completing an ENERGY STAR® benchmark for the building, a lighting survey, an HVAC controls system review, an occupancy schedule, and an electrical maintenance checklist.
- **BOC® Certification:** Seven of the 10 participants (70%) were awarded the BOC® certification. The remaining participants' certification was pending upon completion of classes missed due to emergencies.
- **Job Placement:** Six of the 10 participants (60%) in the unemployed building operator cohort had earned employment within four months of completing the training. All of the placements were in the facilities management profession supporting organizational initiatives in energy management. One position was in management with the balance being technicians and coordinators. Annual salaries ranged from \$31,000 to \$62,000.

Table 1. Results for the BOC® Partnership Model

Participant Outcomes for Unemployed Operator Cohort	Number	Percent
Recruited	10	100%
Completed training	10	100%
Received BOC® certification	7	70%
Placed in new job	6	60%

Table 2. Job Placement for Cohort Earning the BOC® Certification

Employer	Job Title	Compensation
Arris Corporation	Facility Manager	\$62K/year
Cascadia Consulting	Energy Management Specialist	\$26/hour
Elcon Corporation	Facility Admin Coordinator	NA
Experience Music Project	Facilities Maintenance Technician	\$22/hr
Renton Coil & Springs	Facility Technician	\$15/hr
University of Washington	Maintenance Technician	\$17/hr

Lessons Learned from the BOC® Partnership Model

Nine months following the conclusion of the training, NEEC interviewed the participants who gained employment about the value of the training experience to their success earning a job. Participants rated five elements of the program design including: 1) training, 2) BOC® certification, 3) peer networking, 4) mentorships, and 5) job search support. Of the five elements, mentorships and job placement support were rated as the strongest contributors. Participants felt

that mentorships provided hands-on, relevant in-building project experience which provided both exposure to well-run facility operations and credibility in job interviews. One participant noted the experience gave him “the opportunity to cite recent experience working in a building, familiarity with new technologies such as variable frequency drives and building automation screen checks, and the ability to converse in the language of the facility professional.” Each participant took advantage of at least two job support services such as resume writing, mock interviews, and job offer negotiations. One participant, hired initially on contract, sought support from the employment specialist to negotiate the terms of his employment contract. Participants rated the BOC credential as providing “strong value” in their ability to secure a job. Several noted that having a credential is increasingly important in the profession and all participants listed the credential on their resume. One participant explained that the credential stood out for his employer because “he knows BOC and sends all his staff to the BOC training.” The BOC training itself was rated as “somewhat valuable.” Participants noted they came into the program with a considerable amount of previous training including a technical college associate’s degree, a Naval engineering degree, and union journeyman training. These findings will inform future partnerships to certify and place unemployed building operators back into the workplace.

Table 3. Participant Ratings of Value of Training Experience for Job Placement (n=6)

Activity	Rating (scale 1 to 4) <i>1=little to no value/2=some value/3=strong value/4=significant</i>
Training	2
Certification	3
Peer Networking	3
Mentorships	4
Job Search Support	4

Exploring NYSERDA’s Career Pathways to Efficiency Training Model

Another successful job placement model in the energy sector was implemented on the East Coast serving unemployed participants with little to no experience in building operation or energy related fields. Many faced barriers to employment associated with a criminal history and had experienced long term unemployment.

Chris Davis (*alias*), like so many others, made some poor life decisions. However, Chris made positive use of his time behind bars and, when released from the New York State Department of Corrections, he was determined to make right the mistakes of his past. Chris knew that he wanted to work in a field where he could help others in his community. He began looking for employment in the clean energy field but faced barriers to employment including his criminal record, gaps in his resume, and a high competition for limited jobs. Discouraged in his search, Chris turned to The Osborne Association’s Green Career Center where he studied building science, sharpened his public speaking skills and learned the value of professional conduct on the job. The Osborne Association, supported by funding from NYSERDA and NYSDOL, launched the Green Career Center to positively impact the lives of formerly incarcerated individuals so that they can better provide for their families, as well as positively impact the economy, society and the environment. Serving the formerly incarcerated since 1931, Osborne is a trusted source of referrals among businesses, advanced training providers and employers.

Chris performed well at the Green Career Center and was referred to more advanced training and education to earn a Building Analyst certification from the Building Performance Institute (BPI). To prepare for employment, he participated in an internship with Envirolution's Win-Win on-the-job training program for entry-level energy auditors. After proving himself in the internship, he returned to Solar One and was hired as its Tenant Education Program Coordinator. The program, which is part of NYSERDA's Multifamily Performance Program, addresses the energy and operational needs of multifamily buildings. In his current role, Chris helps building owners sustain the energy gains achieved through weatherization and efficiency improvements. With Chris's guidance, tenants learn how to cut energy costs, conserve water, properly recycle and improve indoor air quality. After facing many trials and tribulations, Chris is now able to fulfill his dream of giving back to his community and society, sustaining the environment and providing for his family. The dignity of being a self-sustaining tax payer, no longer dependent on public funds, has left Chris feeling like there is nothing that he cannot achieve. He hopes to start his own residential energy efficiency business and says, "I plan to give others the same chance that the Osborne Association, Envirolution and Solar One have given me."

Elements of NYSERDA's Career Pathways to Efficiency Training Model

In 2009, NYSERDA, a public benefit corporation responsible for administration of System Benefits Charge and Regional Greenhouse Gas Initiative (RGGI) funding for energy efficiency programs, launched a comprehensive training effort in coordination with NYSDOL and several key community-based training partnerships. NYSERDA partnered with more than 20 training organizations adept at serving disadvantaged individuals through remedial education in math and literacy followed by nationally-recognized certifications in energy efficiency. Disadvantaged workers include: at risk youth aged 16-24; the long-term unemployed; formerly incarcerated individuals or individuals in alternatives to incarceration programs; veterans, and members of ethnic minorities. Training providers were encouraged to initiate teaming arrangements with technical training providers, including community colleges, organized labor and professional associations that can offer the next level of training leading toward employment. The technical training component supports training that leads to a national certification including those from, but not limited to, the BPI, United States Green Building Council, North American Technician Excellence, Association for Energy Engineers, and the National Council on Qualifications for the Lighting Professions. Training partners provide the intermediate curriculum that creates a successful transition between basic skills education and entry-level technical training or advanced technical training.

Among NYSERDA's training partners was the Osborne Association. The Osborne Association's Green Career Center serves formerly incarcerated men and women, offering intensive soft skills training, the national Roots of Success: Environmental Literacy program, and hands-on technical construction training. Osborne partners with other training providers adept at serving this audience including PerScholas for Contextualized Excel and Solar One, the Laborer's International Union of North America (LIUNA) Local 10 and the Association for Energy Affordability who offer more advanced technical and certification training. In serving the formerly incarcerated, Osborne has the unique opportunity to help people regain their dignity by empowering them to provide for their families and assist people in their communities in saving energy and money through weatherization retrofit work. The Osborne Association was

awarded \$50,000 to offer, through their Green Career Center, the two-week National Roots of Success: Environmental Literacy program followed by a four-week hands-on construction training program leading to a continuum of advanced technical training opportunities.

- Recruitment, screening, advanced training referrals and job placement support were provided by the Osborne Association. Individuals served through the Green Career Center must: have a criminal record; remain free of illicit drugs; and test a minimum of a 7th grade math and literacy level on the Test of Adult Basic Education (TABE). Participants were engaged with support personnel throughout training and received personal and academic counseling, remedial education support, interview skills and resume development and job placement services.
- Training and certification was provided through a network of training entities including PerScholas who offered Contextualized Excel to all participants, Osborne providing Roots of Success: Environmental Literacy, and Solar One offering building performance, electrical retrofit, and energy efficiency and renewable energy core courses to qualified participants. Additionally, the Association for Energy Affordability offered its Energy Efficiency Technician I certification and BPI Building Analyst certification and LIUNA Local 10 offered advanced training in weatherization.

Results and Outcomes for NYSERDA’s Partnership Model

The pilot Career Pathways program through the Osborne Association’s Green Career Center was conducted over three months in 2010. A total of 150 formerly incarcerated individuals were recruited, screened and enrolled at the Green Career Center in its first year of operation. All participants were unemployed at the start of the training. At the conclusion of the training program, the group achieved these results:

- Training Partnerships: Osborne partnered with a range of training providers from those offering contextualized basic skills to programs offering professional level certification.
- Enrollment: Of the initial cohort of 150 participants, 121 went on to complete training and many were placed in advanced technical training opportunities or entry level employment positions.
- Job Placement: Sixty percent of the students who completed training were placed in entry level employment opportunities upon completing the program. Placements were in a range of positions including those in weatherization, construction, electrical retrofit, residential energy efficiency, green custodial services, and HVAC installation and maintenance.

Table 4. Results for the Osborne Association Career Pathways Model

Participant Outcomes for Pilot ROOTS of Success: Environmental Literacy	Number	Percent
Recruited	151	100%
Completed Roots training	121	81%
Placed in new job	73	60%

Table 5. Sample Job Placement for One Year Cohort Completing Roots of Success: Environmental Literacy

Job Title	Type of Work	Compensation
Electrical/Lighting Auditor	Performs energy audits for lighting	\$12/hour
Crew Mechanic	Performs residential weatherization	\$18.97/hour
Tenant Education Coordinator	Workshops on energy use and conservation	\$16.48/hour
Weatherization Technician	Air sealing and insulation	\$12/hour
HVAC Assistant	Cleaning ducts and HVAC units	\$15/hour

Lessons Learned from NYSERDA’s Partnership Model

The first two years of the Career Pathways and Worker Readiness programs were largely pilot programs seeking to determine the best pathway for new entrants into the clean energy field. Some models have worked better than others and these are lessons learned.

1.) Placing disadvantaged workers with employers provides an important supplement to classroom training - Employers value nationally recognized credentials as they seek to hire new employees at any level according to the Labor Market Information report conducted by the NYSDOL (NYSDOL 2011). Employers also demand hands-on training that goes beyond what can be taught in the classroom. These findings emphasize the need for continued financial support for paid internships, apprenticeship programs and on-the-job training initiatives.

2.) Training costs for new workers are a barrier for employers - NYSERDA originally presented a model where training providers were required to partner with businesses to offer paid internship opportunities. Within the constraints of the current economic climate, businesses were hesitant to take on the financial or insurance liability of a paid intern. NYSERDA experienced a high rate of success by offering on-the-job training incentives to employers to offset the cost of training a new worker and to fund classroom training after the person was hired.

3.) Expanding training in new energy fields can increase job opportunities - NYSERDA’s initial career pathways training helped to connect local community-based training providers to technical training providers and employers in the energy efficiency sector. Expanding program offerings to include advanced technology like smart grid, renewable energy technology including solar photovoltaic and geothermal and expanded energy efficiency training will respond to employer demand, training provider needs, and will result in a greater range of job placement opportunities.

Partnership Model Comparison

As demonstrated in each of the two partnership models, assisting the unemployed in finding employment in the energy sector can be achieved through local industry partnerships comprised of training providers, credentialing entities, and community based organizations who collectively bring the elements necessary to participant success – nationally recognized certification, hands-on experiential learning, mentorships, and job search support. Table 6 below provides a summary comparison of the two models.

Table 6. Partnership Model Comparison Chart

Industry Credential Program	ROOTS of Success: Environmental Literacy	Building Operator Certification – BOC®
Audience & Eligibility	Formerly incarcerated or adjudicated youths and adults	Unemployed building operators with a minimum of 2 years experience
Partnership Model Elements	Recruitment & Screening Training & Certification Resume Prep and Interview Training Career Coaching Job Search and Retention Training in Workplace Socialization	Recruitment & Screening Training & Certification Peer Networking Employer Mentorships Case Management
Partners	Rikers Island Discharge Enhancement (RIDE) initiative <i>(referrals and screening)</i> Per Scholas, Inc. <i>(contextualized Excel and pre-training)</i> Association for Energy Affordability <i>(advanced technical training and job placement services)</i> Solar One <i>(advanced technical training and job placement services)</i> Kudos Construction Corporation <i>(provides carpentry, electrical, plumbing, HVAC and drywall per employer request)</i>	Seattle-King County Workforce Development Council <i>(recruitment, screening and case mgt)</i> Northwest Energy Efficiency Council <i>(training, peer networking & certification)</i> International Facility Management Association <i>(Mentorships)</i>
Results	Completion of Basic Training – 81% Placed in New Job – 60%	Completion of Training – 81% Awarded Certification – 81% Placed in New Job – 60%
Lessons Learned	“Significant value” elements are job search and retention services “Strong value” elements are contextualized learning and pathways to advanced technical training	“Significant value” elements are mentorships and case management “Strong value” elements are certification and peer networking

Applying the Models to Emerging Market Needs

Several trends suggest that the two partnership models explored in this paper can play a valuable role in meeting emerging market needs in the future. Faced with high energy costs, businesses are adopting practices and hiring skilled workers to help them achieve energy efficiency. In 2010, planned spending on energy efficiency increased over spending in 2009 (Johnson Controls, 2009). Moreover, employer initiatives in energy efficiency and green building through ENERGY STAR® and LEED® are strong drivers for skilled technicians. Companies operating buildings that meet ENERGY STAR® building performance standards are

rewarded with 20-30% lower operating costs while achieving high-value national recognition as good environmental stewards. The Center on Wisconsin Strategy found that “a competency-based credential system, marketing individual mastery of desired skills, immensely reduces employer search and other transaction costs in hiring.” (White 2010) Nationally recognized industry credentials readily translate into a skill set that a potential employer can rely upon as he or she seeks to fill a vacant position. This is a strength that can be leveraged at every level, from the development of basic work readiness skills through advanced technical skills.

A growing number of retirements of highly skilled technicians are expected to generate job openings for heating, ventilation and air conditioning technicians, mechanics and installers. Trends in building automation and computerized controls are making newly constructed buildings and newly installed equipment more energy efficient. However, experienced workers will be needed increasingly to maintain and repair these complex systems (Bureau of Labor Statistics, U.S. Department of Labor 2011).

The demand for uniform skills standards and skilled building operators and engineers is also evident in the recent Federal Buildings Personnel Training Act (FBPTA) of 2010, requiring all federal building personnel to be trained in energy efficient operations. Training building operators to collect and report building energy performance data will be imperative in advancing the goals of new legislation in energy performance disclosure recently enacted in five cities and two states requiring building owners to publicly report annual energy use.

An estimated 100,000 returning veterans are expected to enter the job market in 2013, posing a unique and near term challenge for our nation to help them find employment. While training and job search is an important part of military transition, it often follows other priorities such as military service issues, family support, unemployment benefits, housing and medical care. Transition periods of 180 days are not uncommon before a veteran is ready for job search and training. Once ready, transition assistance programs (TAP) through the DOL provide Veterans with job search support through on-base workshops focused on career decision-making, current occupational and labor market conditions, and resume and cover letter preparation and interviewing techniques. Participants also are provided with an evaluation of their employability relative to their skills, work experience, and the job market. (TAP 2011)

Many veterans will return with skills and experience that make them good candidates for jobs in the facilities and energy efficiency industry. Some hold work experience maintaining and operating military facilities as Army utility management and maintenance techs and Navy power plant operators, skills that are readily transferable to the management of commercial buildings. (DOL Military skills translator 2011) Veterans already enjoy some degree of preference in hiring in facilities management and the skilled trades as those making hiring decisions are themselves with backgrounds in military service. (EMCOR 2012) Training and credentialing through the BOC partnership model which is tailored to experienced operators may offer a means of helping this subset translate military skills to the commercial buildings sector while also providing enhancement of a skill in energy efficiency important in the civilian job market. Another subset of returning vets are those who entered the service out of high school and who lack work experience. These younger individuals lack the experience necessary for the BOC model and might be better served by the NYSERDA model which is tailored to the long term unemployed. Younger veterans between the ages of 18 and 24 have an unemployment rate of more than 20 percent, almost twice that of the veterans who served in the same era but are older, ages 25 to 34. (Vets in Piping 2012) A contributing factor may be lack of work experience.

Beyond skill assessment, the American Council on Education (ACE) identified a number of barriers veterans face specific to education and recommended key steps that schools and training programs can take to become more Veteran-friendly, such as awarding credit for training received in the military, tuition assistance, veteran-specific orientations and peer networking groups, tracking and feedback on progress, and instructor training in military culture. (acenet.edu) Applying these lessons to the two partnership models could ensure greater success engaging this audience to complete the training and receive certification. Incorporating local TAP programs as a partner in the model to screen and recruit vets for training and credentialing may be another worthy step for the two models – BOC and NYSERDA Career Pathways.

Conclusion

This paper compares two industry partnership models for serving workers with different needs – skilled and experienced building operators currently unemployed, and the long-term unemployed worker. Yet each model shares four elements in common that contribute to its success connecting workers with employers and placing them in jobs. Recruitment and screening against well-defined eligibility criteria by experienced case manager ensures participants are selected for success. Training and certification comprised of a blend of classroom learning, applied projects in the field hosted by local employers, assessment of skills, and participant feedback provides workers with useful skill enhancement. Employer mentoring and oversight provides participants with real world experience working in buildings and relationships with employers that can foster soft skills necessary to be successful in the workplace. Job search support provided during and post-training and focused on improving resumes and interviewing skills and effectively negotiating job offers.

Long term unemployed can become strong workers with this combination of services. And while those workers with related work experience, in the case of the skilled operators, can be the quickest to gain job placement, mentoring and job search support are important factors in their success.

Finally, many returning Veterans bring with them relevant skills that can be applied directly to facility management with the help of industry-recognized training and credential programs in energy efficiency. The workforce models discussed herein can be replicated to efficiently transition unemployed, experienced workers, disadvantaged workers, and returning veterans into employment.

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